SCDDSN Quality Management
Conceptual Framework

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The organizational context within which DDSN provides services and supports has been well established through the creation and publication of its Vision, Mission, and Values Statements.

VISION: Our vision is to be the best in the world at assisting persons with disabilities and their families.

MISSION: Our mission is to assist people with disabilities in meeting their needs, pursuing their individual possibilities and achieving their goals.

VALUES: Health, safety and well-being of each person; Dignity and respect; Individual and family participation; Choice, control and responsibility; Relationships with family, friends & community connections; Personal growth and accomplishments.

PRINCIPLES

The following principles provide the framework within which the various quality management programs and initiatives are designed and implemented.

1) CONTINUOUS QUALITY IMPROVEMENT

The achievement of quality requires efforts at continuous improvement and on-going, repeated attention.

The principles of Continuous Quality Improvement will guide DDSN in determining whether services and supports are meeting high expectations. A primary measure of quality is how the person with the disability and the family view the responsiveness of the services. Service providers are required to design and modify supports and services to meet the expectations of the people who benefit from those services.

2) TOTAL QUALITY MANAGEMENT

Quality does not just happen; it requires the management and orchestration of the total system. It crosses all facets of an organization. Quality is everybody's business; it cannot be isolated or delegated in a way that absolves anyone from some responsibility.

In order to benefit from the best thinking in quality assurance, a quality assurance plan should be broad-based in nature and draw from the many models and approaches that have merit.

Quality requires a willingness on the part of all stakeholders to work collaboratively to identify and then solve problems.

Quality requires strategic planning initiatives that maintain consistent parameters over a period of time. It is an iterative process where repeated efforts contribute to progressive cycles of quality enhancement.

Although the consumer's specific needs, desires, wishes and dreams are paramount, quality requires attending to all aspects of an organization and service delivery system.

3) CUSTOMER-DRIVEN

DDSN utilizes a customer-driven approach, and the primary customer is the person with the disability. Needs, both met and unmet, are identified. System changes are planned to increase consumer and family satisfaction and increase service provider productivity and efficiency. Increases in efficiencies are re-deployed to address unmet service and support needs. This approach maintains DDSN's accountability to the citizens of South Carolina.

Customer satisfaction is a priority in DDSN's approach to planning quality service delivery. Customer satisfaction measures guide DDSN in determining whether service providers are meeting their responsibilities. A primary measure of quality is how the person with the disability and the family view the responsiveness of the services being provided.

Customer satisfaction assessments are performed by all service providers throughout the state on a regular basis. Service providers are required to design and modify supports and services to meet the expectations of the people who benefit from those services.

4) COMPREHENSIVE

A comprehensive quality assurance plan should draw ideas, standards, and measures from a number of important and/or controlling sources that may include: local ordinances, state statutes and regulations, federal statutes and regulations, applicable case law and court orders, funding source standards/ requirements, professional practice board standards, specific consumer goals, consumer/ family satisfaction surveys, other stakeholder satisfaction surveys, national accreditation boards (i.e. The Council, CARF, Malcolm Baldridge Award criteria), "best practices" that are emerging from educational and research organizations, and using previously met departmental quality assurance goals as benchmarks to measure progress against.

Quality requires a carefully thought out system of planning, delegating, implementing, data gathering, analyzing, reporting, and problem solving, that is comprehensive, reliable, valid, timely, documented and on-going.

Quality programs take into consideration some process indicators (i.e. how things are done), but more importantly, outcome indicators (i.e. what has really been accomplished).

5) RESULTS-ORIENTED

Quality requires an agency to move beyond mere program evaluation and into the arena of true personal outcome measures.

Quality Management plans need to take into consideration both subjective indicators (individualized, person-centered, consumer satisfaction issues) and more objective indicators (compliance with legal, funding, and health & safety mandates, etc.)

Important quality outcome measures should include: 1) serving people in a healthy and safe environment; 2) consumer/ family satisfaction; 3) effectiveness (did we meet the desired goals); 4) efficiency (did we make good use of our resources); 5) other stakeholders satisfaction; and 6) is the agency/ program "state of the art" and consistent with "best practice" nation-wide and world-wide.

6) EDUCATION-BASED

Quality requires hiring good staff, a strong, well-coordinated pre-service orientation program, and then sustaining staff's enthusiasm through ongoing in-service training and professional development programs.

Quality requires on-going educational efforts for all stakeholders (i.e. consumers, families, employees, advocacy groups, payees, regulators, legislators, the media, and the public at large.

Quality requires constant vigilance in monitoring the emergence of "best practice" trends nation- wide and world- wide. This requires being in communication with service providers and policy makers through personal communication, newsletters, periodicals, and national meetings on an on-going basis.

SUMMARY

In summary, DDSN will maintain a consumer-driven, outcomes-oriented, comprehensive approach to quality management that gathers information and assesses performance from six interrelated domains of activity: licensing, contract compliance review, risk management, personal outcome measures, customer satisfaction, and other quality indicators.

DDSN has established a Quality Management workgroup to guide the agency's cultural shift from strictly looking at compliance to also looking at results for people. As an agency, we know that we can achieve results if we clearly communicate and measure our expectations to all stakeholders and reinforce our message regularly with one voice. People need to observe all of us as partners working toward the same expectations.

The workgroup has agreed that the Quality Enhancement Process (QEP) is the starting point for operationalizing our vision, mission, and values. All other quality management functions (e.g. licensing and certification, the work of our QIO, Delmarva Foundation, CQL Personal Outcome Measures, DDSN's risk management system, and others) will connect to the QEP and help to facilitate the expectations of Basic Assurances © and Shared Values ©. We will continue to evaluate the areas of Leadership, Systems, and Quality Management and Planning. As program standards and key indicators continue to evolve, all of our stakeholders will see changes that are reflective of this shift from compliance to results for people.

The framework is illustrated in the following diagram:

CQL Quality Enhancement Process (Planting the Seed)

Licensing and Certification	QIO Delmarva Foundation	CQL Personal Outcome Measures	Risk Management Activities